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UNITED STATES DEPARTMENT OF AGRICULTURE  
AGRICULTURAL RESEARCH SERVICE  
WASHINGTON 25, D. C.

OFFICE OF ADMINISTRATOR

TO: ARS Professional Research Personnel

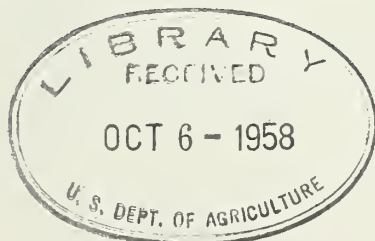
October 31, 1957

FROM: B. T. Shaw, Administrator

SUBJECT: Survey on Attitudes of Research Personnel

Late last year you were asked to participate in an attitude study of research personnel conducted by a Steering Committee for the President's Personnel Advisor. The Committee was asked to make recommendations for improving the attractiveness of public service as a place for research. The results of the survey have been tabulated for the eight government agencies and six industrial research organizations that participated in the study. The overall results have been presented to the President's Personnel Advisor and to each agency for consideration. Accordingly the results of the survey of ARS are being referred to the professional research personnel of the agency.

It is gratifying to report that this agency ranked high among the participants in government and industry on a majority of the important items of satisfaction such as professional environment, utilization of professional skills, attitude toward management and supervisors, general reputation of employer, career prospects and physical environment. Appropriate action is being initiated in those areas in which corrective measures are indicated. I would like to urge you to submit any questions or suggestions concerning the results of this study directly to me.





ATTITUDE SURVEY OF SCIENTIFIC AND ENGINEERING PERSONNEL  
SUMMARY OF RESPONSES (BY PERCENT)

94928'

Population Characteristics		ARS	Total Govt	Total Indus
		%	%	%
Select the occupational field which most nearly identifies the work you are doing.				
1	Physical sciences	28	26	39
2	Biological sciences	53	11	9
3	Mathematics and statistics	--	4	2
4	Medicine and Dentistry	--	2	1
5	Veterinary	1	--	--
6	Engineering	11	52	45
7	Social Sciences	--	--	--
8	All other	7	5	4

Are you male or female?

1	male	90	92	92
2	female	10	8	8

How old are you?

1	20 years or under	--	--	--
2	21-30 years	13	20	33
3	31-45 years	49	54	55
4	46-60 years	30	22	11
5	over 60 years	8	4	1

What grade is your present position?

1	GS-5 to 11 (or equiv.)	64	56	24
2	GS-12 and 13 (or equiv.)	32	36	48
3	GS-14 and above (or equiv.)	4	8	28

Are you a supervisor of professional personnel, either scientific or engineering?

1	yes	40	42	34
2	no	60	58	66

Population Characteristics		ARS	Total Govt	Total Indus
		%	%	%
How much education do you have (indicate only the highest level)?				
1	elem. or high school	1	4	1
2	some college	1	13	5
3	finished college	29	51	57
4	advanced degree	69	32	37

Content Questions				
In the last ten years have you worked for a college or university in your present general field of work?				
1	yes	34	18	23
2	no	66	82	77

In the last ten years have you worked for a Federal Government agency (other than this one) in your present general field of work?				
1	yes	18	19	11
2	no	82	81	89

How well satisfied are you with the geographical location of your place of employment?				
1	not very well satisfied	7	9	14
2	fairly well satisfied	32	36	46
3	very well satisfied	61	55	40

How well satisfied are you with your daily working hours?				
1	not very well satisfied	2	4	3
2	fairly well satisfied	18	28	30
3	very well satisfied	80	68	67



Content Questions		ARS	Total Govt	Total Indus
		%	%	%
Do you feel this agency (company) gets you your travel as quickly as it can?				
1	yes	67	55	79
2	no	16	22	3
3	I have never traveled for this agency	17	23	18
Do you find your work interesting?				
1	always	47	36	33
2	usually	51	61	64
3	rarely	2	3	3
How would you rate your working area as a physically safe place to work?				
1	ideal	19	16	20
2	very satisfactory	60	51	57
3	adequate	19	28	21
4	sub standard	2	5	2
Considering the nature of the work you have to do, how would you rate your working environment as a healthful and comfortable place to work?				
1	ideal	17	13	14
2	very satisfactory	52	41	45
3	adequate	25	33	33
4	sub standard	6	13	8
Are library facilities necessary for your work readily available?				
1	yes	79	85	90
2	no	20	14	9
3	don't know	1	1	1

Content Questions		ARS	Total Govt	Total Indu
		%	%	%
How much personal pride do you feel in working for this agency (company)?				
1	none	3	4	2
2	some	36	37	32
3	a great deal	61	59	66
What is the opinion of most members of your profession about your working for this agency (company)?				
1	generally favorable	65	51	78
2	indifferent	16	22	10
3	generally unfavorable	6	11	1
4	don't know	13	16	11
What is the opinion of friends in your community about your working for this agency (company)?				
1	generally favorable	64	57	84
2	indifferent	24	28	9
3	generally unfavorable	2	4	1
4	don't know	10	11	6
Would you recommend employment in this agency (company) to your outside colleagues?				
1	yes	80	75	92
2	no	20	24	7
3	no response	--	1	1
Would you recommend employment in this agency (company) to a friend's son who had graduated from college after majoring in your field or work?				
1	yes	73	66	88
2	no	27	33	11
3	no response	--	1	1

Content Questions		ARS	Total Govt	Total Indus
		%	%	%
Does your work generally give you a feeling of professional satisfaction?				
1	yes	89	82	85
2	no	11	18	14
3	no response	--	--	1
How important to this agency (company) do you consider your job?				
1	not important at all	2	2	2
2	somewhat important	28	28	37
3	quite important	54	50	50
4	extremely important	16	20	11
How much does public criticism of government employees bother you?				
1	never heard of any criticism	5	6	--
2	doesn't bother me	42	42	--
3	bothers me a little	42	38	--
4	bothers me a great deal	11	14	--
Do you feel that public criticism of government employees generally is justified?				
1	yes	19	20	30
2	no	76	73	52
3	never heard of any criticism	5	6	15
4	no response	--	1	3
Are your co-workers congenial on the job?				
1	they all are	46	41	41
2	most of them are	53	58	59
3	few of them are	1	1	--

Content Questions	ARS	Total Govt	Total Indus
	%	%	%

\*During the past five years, did you receive a letter of commendation, a cash or honorary award or an outstanding rating for your work with this agency (company)?

1	yes	14	25	33
2	no	86	74	66
3	no response	--	1	1

\*\*If you were selected to receive an award for superior performance, would you rather receive an honorary award or a cash award?

1	honorary	38	29	28
2	cash	62	69	71
3	no response	--	2	1

If you were to apply for a job in industry similar to your present position, how valuable do you think your experience with this agency would be?

1	great value	56	52	63
2	moderate value	39	41	35
3	little value	4	6	2
4	no value	1	1	--

Is your job so specialized that it will handicap your future professional growth?

1	yes	18	19	14
2	no	82	81	86

\*One Government agency and five industrial companies did not answer this question.

\*\*One Government agency and four industrial companies did not answer this question.

Content Questions		ARS	Total Govt	Total Indus
		%	%	%
Have you taken training or education related to your work at your own expense since becoming an employee of this agency (company)?				
1	no	50	53	63
2	yes	50	47	37
Have you taken training or education related to your work at government expense since becoming an employee of this agency (company)?				
1	no	91	62	52
2	yes	9	38	47
Have the formalized technical training courses you received from or through this agency (company) helped you do your job better?				
1	yes	11	36	41
2	no	2	5	7
3	have not received any	87	59	51
4	no response	--	--	1
Are the educational facilities (outside this agency's (company's) control) in your locality adequate for your professional development?				
1	yes	57	62	63
2	no	36	28	29
3	don't know	7	10	8
*When an associate in your field of work returns from specialized training, is there a planned program to give the added knowledge to all who can benefit from it?				
1	yes	13	18	21
2	no	33	49	57
3	nobody has received specialized training	54	32	20
4	no response	--	1	2

\*One Government agency did not answer this question.

Content Questions		ARS	Total Govt	Total Indus
		%	%	%
*Should this agency (company) grant leave to a qualified employee taking graduate work that would make him a more valuable employee to this agency (company)?				
1	yes, with full pay	26	44	27
2	yes, with part pay	43	36	53
3	yes	29	17	18
4	no, it should not grant leave for this purpose	2	3	1
5	no response	--	--	1
*How much of the total expense (including tuition, room and board, etc.) of graduate study leading to further professional development should be paid by this agency (company)?				
1	none	30	19	15
2	part	57	53	67
3	all	3	28	17
4	no response	--	--	1
Have you worked out an operating plan with your supervisor for broadening your experience or furthering your development?				
1	yes	18	18	20
2	no	82	82	79
3	no response	--	--	1
The position I eventually would like to have would be: (encircle only one choice)				
1	in business or industry (for Govt. respondents); in another line of business or industry (for industry respondents)	6	9	5
2	in another government agency (for Govt. respondents); in a Government agency (industry respondents)	2	2	--
3	in a college or university	11	6	7
4	with this agency (company) in this job	16	9	5
5	with this agency (company) in a position of higher responsibility	57	63	73
6	in my own business	8	10	9
7	no response	--	1	1

\*One Government agency did not answer these questions.



Content Questions	ARS %	Total Govt %	Total Indus %
Which do you feel has to work harder to get along: a person in government or a person in private industry?			
1 a person in government	14	13	6
2 there's little difference	62	60	36
3 a person in private industry	24	26	57
4 no response	--	1	1

Do you feel that big industry has as much "red-tape"  
as government does?

1 yes	38	43	38
2 no	62	55	61
3 no response	--	2	1

Consider someone holding a job similar to yours in  
private industry (for Govt. respondents); consider  
someone holding a job similar to yours in Federal  
Govt. (industry respondents). Would his salary be  
more or less than yours?

1 over \$3,000 more	22	22	--
2 between \$2,000 and \$3,000 more	33	29	1
3 between \$1,000 and \$2,000 more	29	28	5
4 up to \$1,000 more	14	16	16
5 less than I'm earning now	2	3	69
6 no response	--	2	9

Now consider someone holding a job similar to yours  
in a university. Would his salary be more or less  
than yours?

1 over \$3,000 more	1	2	--
2 between \$2,000 and \$3,000 more	5	4	--
3 between \$1,000 and \$2,000 more	18	10	1
4 up to \$1,000 more	36	26	9
5 less than I'm earning now	40	51	72
6 no response	--	7	18

Does your supervisor treat all his subordinates justly?

1 yes	88	87	87
2 no	12	12	12
3 no response	--	1	1

Content Questions		ARS	Total Govt	Total Indus
		%	%	%
Do you feel that your supervisor is effective in selling ideas to superiors?				
1	yes	65	63	64
2	no	13	17	15
3	don't know	22	20	21
Is your supervisor a genuinely friendly person?				
1	yes	90	89	88
2	no	10	10	11
3	no response	--	1	1
Do you feel free at any time to consult with your supervisor about your work?				
1	yes	94	92	92
2	no	6	7	8
3	no response	--	1	--
*Do you get adequate information from "higher ups" promptly enough to enable you to do your work well?				
1	always	20	16	13
2	usually	67	67	72
3	seldom	12	15	14
4	never	1	1	1
5	no response	--	1	--
Does your supervisor talk with you often enough about how well you are doing?				
1	yes	66	59	55
2	no	34	40	44
3	no response	--	1	1
Do you have a good idea of how your work fits into this agency's (company's) mission?				
1	yes	95	94	93
2	no	5	5	7
3	no response	--	1	--

\*One Government agency did not answer this question.



Content Questions		ARS	Total Govt	Total Indus
		%	%	%
Are you encouraged to participate in outside professional organizations and activities related to your work?				
1	yes	78	58	70
2	no	22	41	29
3	no response	--	1	1
In general, which <u>one</u> of the following best describes the result of attempts to cut costs in your operation?				
1	my superiors are not cost conscious enough; there is still much waste of time and money	8	12	12
2	my superiors are sufficiently cost conscious; improvements in economy are being accomplished	75	70	73
3	my superiors are too cost conscious; overemphasis on cutting costs has lowered the effectiveness of my organization	17	17	13
4	no response	--	1	2
Do you have the opportunity to get consideration from higher management for your ideas and opinions?				
1	usually	76	73	70
2	rarely	24	26	29
3	no response	--	1	1
Do you participate in decisions which affect your organization and work?				
1	usually	61	59	54
2	rarely	39	40	45
3	no response	--	1	1
Do you feel you have enough freedom in developing or applying your ideas to solve technical problems?				
1	yes	86	82	83
2	no	14	17	16
3	no response	--	1	1

Content Questions		ARS	Total Govt	Total Indu
		%	%	%
Are reorganizations made so frequently that your work suffers?				
1	yes	23	17	17
2	no	77	82	82
3	no response	--	1	1
*Does top management in your organization really appreciate what you do?				
1	yes	41	37	34
2	no	9	12	9
3	don't know	50	50	57
4	no response	--	1	--
In general, do the duties of your present job adequately utilize the experience, training, and ability that you possess?				
1	no, the job doesn't require as much as I have	33	41	40
2	yes, the job requires about what I have	64	54	54
3	no, the job really requires more than I have	3	4	5
4	no response	--	1	1
How often do you perform duties which do not require a technical or specialized knowledge of your profession?				
1	more than half of my time	11	14	14
2	between a quarter and half of my time	28	26	30
3	somewhat less than a quarter of my time	38	34	33
4	rarely	23	25	23
5	no response	--	1	--
How many of these nonspecialized or nontechnical duties could be accomplished satisfactorily by a person who does not have a technical background in your field?				
1	all	10	9	9
2	most	47	41	43
3	few	34	38	37
4	none	3	4	3
5	don't perform such duties	6	7	8
6	no response	--	1	--

\*One Government agency did not answer this question.

### Industry Comparisons

Please indicate whether you feel this Government agency or the Industry research situation gives the better deal with respect to the following job factors.

	ARS	Total Govt	Total Indus
	%	%	%

#### Opportunity to publish articles?

1	This Govt. Agency	75	26	19
2	Industry	6	15	18
3	About the same	12	32	30
4	Don't know	7	27	33

#### Job Security?

1	This Govt. Agency	66	63	30
2	Industry	3	4	21
3	About the same	27	29	39
4	Don't know	4	4	10

#### Chance to attend professional meetings?

1	This Govt. Agency	24	15	11
2	Industry	41	40	39
3	About the same	29	33	24
4	Don't know	6	12	26

#### Take-home pay?

1	This Govt. Agency	4	4	6
2	Industry	88	86	72
3	About the same	5	6	12
4	Don't know	3	4	10

#### Retirement system?

1	This Govt. Agency	47	54	24
2	Industry	22	13	34
3	About the same	20	20	13
4	Don't know	11	13	29

#### Vacation leave?

1	This Govt. Agency	80	84	70
2	Industry	4	2	8
3	About the same	15	11	10
4	Don't know	1	3	12

Industry Comparisons		ARS	Total Govt	Total Indus
		%	%	%
Sick leave?				
1	This Govt. Agency	62	73	41
2	Industry	10	5	20
3	About the same	21	16	17
4	Don't know	7	6	22
Insurance plans?				
1	This Govt. Agency	19	27	5
2	Industry	44	32	44
3	About the same	20	24	10
4	Don't know	17	17	41
Chance to be of service to country?				
1	This Govt. Agency	48	55	17
2	Industry	6	3	20
3	About the same	35	36	49
4	Don't know	11	6	14
Hospitalization plans?				
1	This Govt. Agency	6	7	5
2	Industry	58	48	35
3	About the same	22	28	16
4	Don't know	16	17	44
Disability compensation?				
1	This Govt. Agency	14	20	9
2	Industry	30	18	22
3	About the same	21	25	14
4	Don't know	35	37	55
Competence of fellow employees?				
1	This Govt. Agency	15	12	1
2	Industry	24	27	62
3	About the same	53	52	22
4	Don't know	8	9	15

Industry Comparisons		ARS	Total Govt	Total Indus
		%	%	%
Competence of top management ?				
1	This Govt. Agency	9	8	1
2	Industry	44	47	64
3	About the same	36	32	16
4	Don't know	11	13	19
Competence of immediate supervisor ?				
1	This Govt. Agency	24	19	2
2	Industry	24	23	55
3	About the same	42	44	17
4	Don't know	10	14	26
Working facilities, space, equipment ?				
1	This Govt. Agency	43	31	16
2	Industry	27	34	35
3	About the same	27	28	26
4	Don't know	3	7	23
Chance of professional recognition ?				
1	This Govt. Agency	46	18	13
2	Industry	18	42	37
3	About the same	29	32	31
4	Don't know	7	8	19
Encouragement of initiative ?				
1	This Govt. Agency	13	12	3
2	Industry	49	48	58
3	About the same	30	30	17
4	Don't know	8	10	22
Chance to work at maximum skills ?				
1	This Govt. Agency	16	13	5
2	Industry	41	43	45
3	About the same	32	32	24
4	Don't know	11	12	26

Industry Comparisons		ARS	Total Govt	Total Indus
		%	%	%
Stability of location of employment?				
1	This Govt. Agency	50	46	11
2	Industry	11	11	39
3	About the same	32	35	32
4	Don't know	7	8	18
Encouragement to participate in community affairs?				
1	This Govt. Agency	5	5	2
2	Industry	32	32	25
3	About the same	41	41	38
4	Don't know	22	22	36
Concern for your individual welfare?				
1	This Govt. Agency	15	18	3
2	Industry	26	22	44
3	About the same	45	43	29
4	Don't know	14	17	24
Training programs?				
1	This Govt. Agency	8	20	16
2	Industry	55	34	21
3	About the same	18	29	18
4	Don't know	19	17	45
Hours of work?				
1	This Govt. Agency	29	27	20
2	Industry	7	7	12
3	About the same	60	62	54
4	Don't know	4	4	14
Compensation for travel expenses?				
1	This Govt. Agency	6	6	2
2	Industry	74	64	49
3	About the same	9	13	24
4	Don't know	11	17	25



Industry Comparisons		ARS	Total Govt	Total Indus
		%	%	%
Opportunity for advancement?				
1	This Govt. Agency	6	7	5
2	Industry	67	60	55
3	About the same	20	24	17
4	Don't know	7	9	23

Overtime pay?

1	This Govt. Agency	2	7	18
2	Industry	68	68	12
3	About the same	13	14	16
4	Don't know	17	11	54

University Comparisons

Please indicate whether you feel this Government Agency or the university research situation gives the better deal with respect to the following job factors.

Opportunity to publish articles?

1	This Govt. Agency	9	12	--
2	University	25	22	--
3	About the same	63	59	--
4	Don't know	3	7	--

Job security?

1	This Govt. Agency	34	40	--
2	University	12	11	--
3	About the same	51	45	--
4	Don't know	3	4	--

Chance to attend professional meetings?

1	This Govt. Agency	23	22	--
2	University	35	36	--
3	About the same	39	37	--
4	Don't know	3	5	--

University Comparisons		ARS	Total Govt	Total Indus
		%	%	%
Take-home pay?				
1	This Govt. Agency	31	46	--
2	University	38	26	--
3	About the same	25	21	--
4	Don't know	6	7	--
Retirement system?				
1	This Govt. Agency	68	65	--
2	University	5	6	--
3	About the same	16	14	--
4	Don't know	11	15	--
Vacation leave?				
1	This Govt. Agency	38	35	--
2	University	31	39	--
3	About the same	26	20	--
4	Don't know	5	6	--
*Sick leave?				
1	This Govt. Agency	50	48	--
2	University	9	11	--
3	About the same	26	23	--
4	Don't know	15	18	--
*Insurance plans?				
1	This Govt. Agency	49	47	--
2	University	9	6	--
3	About the same	16	16	--
4	Don't know	26	31	--
*Chance to be of service to country?				
1	This Govt. Agency	25	28	--
2	University	10	9	--
3	About the same	59	56	--
4	Don't know	6	7	--

\*One Government agency did not answer these questions.



University Comparisons		ARS	Total Govt	Total Indus
		%	%	%
*Hospitalization plans ?				
1	This Govt. Agency	10	18	--
2	University	27	19	--
3	About the same	29	29	--
4	Don't know	34	34	--
*Disability compensation ?				
1	This Govt. Agency	36	39	--
2	University	3	3	--
3	About the same	17	14	--
4	Don't know	44	44	--
*Competence of fellow employees ?				
1	This Govt. Agency	12	13	--
2	University	23	27	--
3	About the same	61	55	--
4	Don't know	4	5	--
*Competence of top management ?				
1	This Govt. Agency	17	17	--
2	University	20	23	--
3	About the same	53	48	--
4	Don't know	10	12	--
*Competence of immediate supervisor ?				
1	This Govt. Agency	27	25	--
2	University	15	18	--
3	About the same	50	47	--
4	Don't know	8	10	--
*Working facilities, space, equipment ?				
1	This Govt. Agency	32	47	--
2	University	30	23	--
3	About the same	35	26	--
4	Don't know	3	4	--

\*One Government agency did not answer these questions.

University Comparisons		ARS	Total Govt	Total Indus
		%	%	%
*Chance for professional recognition?				
1	This Govt. Agency	12	12	--
2	University	42	41	--
3	About the same	44	43	--
4	Don't know	2	4	--
*Encouragement of initiative?				
1	This Govt. Agency	14	14	--
2	University	33	35	--
3	About the same	49	45	--
4	Don't know	4	6	--
*Chance to work at maximum skills?				
1	This Govt. Agency	14	15	--
2	University	36	39	--
3	About the same	44	39	--
4	Don't know	6	7	--
*Stability of location of employment?				
1	This Govt. Agency	11	13	--
2	University	52	44	--
3	About the same	35	39	--
4	Don't know	2	4	--
*Encouragement to participate in community affairs?				
1	This Govt. Agency	3	3	--
2	University	51	48	--
3	About the same	36	35	--
4	Don't know	10	14	--
*Concern for your individual welfare?				
1	This Govt. Agency	10	13	--
2	University	29	27	--
3	About the same	50	48	--
4	Don't know	11	12	--

\*One Government agency did not answer these questions.

University Comparisons		ARS	Total Govt	Total Indus
		%	%	%
*Training programs ?				
1	This Govt. Agency	5	14	--
2	University	55	47	--
3	About the same	22	22	--
4	Don't know	18	17	--
*Hours of work ?				
1	This Govt. Agency	28	27	--
2	University	20	24	--
3	About the same	50	45	--
4	Don't know	2	4	--
*Compensation for travel expenses ?				
1	This Govt. Agency	40	44	--
2	University	14	13	--
3	About the same	32	24	--
4	Don't know	14	19	--
*Opportunity for advancement ?				
1	This Govt. Agency	24	30	--
2	University	24	21	--
3	About the same	43	38	--
4	Don't know	9	11	--
*Overtime Pay ?				
1	This Govt. Agency	12	18	--
2	University	6	7	--
3	About the same	35	32	--
4	Don't know	47	43	--

\*One Government agency did not answer these questions.

Content Questions	ARS	Total Govt	Total Indus
	%	%	%
Taken all together, how do you feel the fringe benefits provided a civil service government employee (such as sick and vacation leave, insurance plans, retirement benefits, etc.) compare with those of a person employed by private industry in a similar job?			
1 industry's benefits are greater	22	20	34
2 the government's benefits are greater	34	35	17
3 the benefits of both are about the same	22	26	20
4 don't know	22	19	29
*Do security regulations prevent you from doing your work satisfactorily?			
1 yes	1	6	4
2 no	99	94	95
3 no response	--	--	1
Do you have a clear understanding of the job requirements of the job you are holding?			
1 yes	96	95	88
2 no	4	5	12
Do you understand how positions are classified and salary rates established?			
1 I understand very little about it	29	27	54
2 I understand it fairly well	71	73	46
Do you feel that a classification analyst not trained in your professional field can do a satisfactory job of classifying positions in your field?			
1 yes	6	8	17
2 no	68	69	47
3 not sure	26	23	36

\*One Government agency did not answer this question.

Content Questions		ARS	Total Govt	Total Indus
		%	%	%
If two employees are doing the same work, but one does it substantially better, should his salary be higher?				
1	yes	94	91	97
2	no	6	9	3
Should persons in your line of work have salaries that vary according to the cost of living in each community?				
1	yes	58	62	74
2	no	42	37	25
3	no response	--	1	1
Do you feel that a separate category for professional employees, designating them as different from all other GS employees, would be an inducement to recruiting and retaining our professional and scientific employees?				
1	yes	67	73	--
2	no	13	10	--
3	not sure	20	17	--
Do you believe you are paid fairly for the work you do in relation to the salaries paid employees in other types of work in your agency?				
1	yes	52	47	54
2	no	33	40	18
3	don't know	15	13	28
If you are dissatisfied with the classification of your position, to which one of the following causes can your dissatisfaction be principally attributed?				
1	absence of Civil Service Standards	1	1	--
2	inadequate Civil Service Standards	16	15	--
3	inability of classification analyst to understand complexities of my job	12	18	--
4	other (please specify)	9	11	--
5	I am satisfied	62	52	--
6	no response	--	3	--

Content Questions		ARS	Total Govt	Total Indus
		%	%	%
How did you learn about the first position you obtained with this agency (company)?				
0	contacted by a recruitment team	2	9	21
1	contacted by the personnel office	2	3	3
2	visited the personnel office	5	10	13
3	learned of the job from a friend in this agency (company)	17	18	16
4	referred by the Civil Service Commission (Govt. respondents); referred by private employment agency (industry respondents)	13	15	3
5	referred by a college or university	24	11	12
6	learned of the job through the newspapers, radio, or a scientific journal.	2	5	10
7	referred by private or state employment service	1	2	1
8	supervisor asked if I was interested	23	9	4
9	inquired of persons in charge about vacancies	11	7	7
10	other, please specify	0	9	3
11	no response	--	2	7

Is your position what you were led to believe it would be when you were interviewed for your present job?

1	yes	75	70	68
2	only partly	21	23	24
3	no	4	6	7
4	no response	--	1	1

\*Does your position offer sufficient opportunity for salary advancement?

1	yes	43	37	75
2	no	57	62	24
3	no response	--	1	1

\*Do you believe that the right criteria are used in selecting for promotion in your organization?

1	yes	60	57	73
2	no	40	41	24
3	no response	--	2	3

\*One Government agency did not answer these questions.



Content Questions		ARS	Total Govt	Total Indus
		%	%	%
When a vacancy occurs in your organization, do you feel that the best qualified person is selected for promotion?				
1	usually	87	81	88
2	rarely	13	16	9
3	no response	--	3	3
Do you receive sufficient information about jobs at other installations of this agency (company)?				
1	yes	21	31	25
*2	no, but I would like to	50	46	53
3	no, but it doesn't matter	29	23	22
Should technical ability gained through experience be considered as a substitute for a college degree in qualifying personnel for technical and scientific positions?				
1	completely	12	19	21
2	partially	81	75	76
3	not at all	6	5	3
4	don't know	1	1	--
Do you feel that this agency (company) has adequate procedures for removal of incompetent employees?				
1	yes	23	26	29
2	no	38	42	27
3	don't know	39	32	44
**Do regulations governing reduction in force practices ever make you consider changing your job?				
1	yes	17	20	8
2	no	59	58	41
3	don't know about reduction in force regulations	24	22	49
4	no response	--	--	2

\*On this question, NACA provided only two choices: 1) yes or 2) no.

\*\*Two industrial companies did not answer this question.

Content Questions		ARS	Total Govt	Total Indus
		%	%	%
With all positions filled, does your organization have about the right number of employees to operate efficiently?				
1	no, we have more than we need	3	3	6
2	yes, just about right	50	42	47
3	no, we don't have enough	47	54	46
4	no response	--	1	1
*A civil service employee has been working for the Federal government for 10 years. How many days of annual leave would he receive in a year?				
1	13	2	1	--
2	15	5	5	--
3	20	82	83	--
4	26	11	10	--
5	no response	--	1	--
*Under the new civil service retirement law, which one of the following groups of people do <u>not</u> receive annuity benefits?				
1	dependent children	1	2	--
2	dependent spouses	1	1	--
3	dependent parents	98	93	--
4	no response	--	4	--
*How many days of sick leave may a civil service employee carry over from year to year?				
1	13	1	2	--
2	20	1	--	--
3	30	8	6	--
4	an unlimited number of days	90	89	--
5	no response	--	3	--

\*One Government agency did not answer these questions.



Content Questions		ARS	Total Govt	Total Indus
		%	%	%
*Do all Federal civil service employees receive time and one-half pay for overtime work?				
1	yes	4	5	--
2	no	77	81	--
3	don't know	19	13	--
4	no response	--	1	--
*How much government life insurance may be purchased by a Federal employee earning \$5,100 per year?				
1	\$3,000	1	1	--
2	\$5,000	19	16	--
3	\$6,000	79	79	--
4	\$10,000	1	2	--
5	no response	--	2	--
*How do your government unemployment compensation benefits compare with those of someone in private industry earning the same salary as yours?				
1	I get greater benefits	10	8	--
2	I get the same benefits	55	44	--
3	I get smaller benefits	35	33	--
4	no response	--	15	--
*How much per pay period does an employee pay for each thousand dollars of government life insurance?				
1	fifteen cents	4	4	--
2	twenty-five cents	88	83	--
3	fifty cents	6	6	--
4	one dollar	2	2	--
5	no response	--	5	--
*May a Federal civil service employee injured in line of duty receive workmen's compensation?				
1	yes	32	59	--
2	no	19	12	--
3	don't know	49	28	--
4	no response	--	1	--

\*One Government agency did not answer these questions.

Content Questions	ARS	Total Govt	Total Indus
	%	%	%
*Does the Federal government provide health insurance to its employees?			
1 yes	6	7	--
2 no	84	84	--
3 don't know	10	8	--
4 no response	--	1	--

Does the present per diem allowance for official travel adequately cover all necessary costs?

1 yes	40	28	74
2 no	48	53	9
3 don't know	12	19	16
4 no response	--	--	1

SUPERVISORY ATTITUDES - NOTE: The next 11 questions were answered by supervisors only.

\*Is the quality of the professional people you are getting today to fill vacancies generally higher or lower than those you are losing?

1 quality of replacements is higher	7	4	13
2 quality is about the same	53	42	56
3 quality of replacements is lower	40	44	23
4 no response	--	10	8

\*How do you fill professional positions that become vacant in your organization?

1 by promotion from within the organization exclusively	2	6	15
2 mostly by promotion from within the organization; some from outside	45	45	49
3 mostly from outside; some from within the organization	42	29	22
4 all from outside the organization	8	7	3
5 other (specify)	3	3	--
6 no response	--	10	11

\*One Government agency did not answer this question.

Content Questions		ARS	Total Govt	Total Indus
		%	%	%
*Do numerical personnel ceilings hamper you in recruitment or retention of professional, management or scientific personnel?				
1	yes	29	39	23
2	no	44	34	47
3	don't know	27	18	21
4	no response	--	9	9
*Does the number of reports you are required to submit to outside offices interfere with the effectiveness of your own organization?				
1	yes	42	31	16
2	no	45	48	61
3	am not required to submit such reports	13	12	14
4	no response	--	9	9
*Which of the following types of training would help you do your job better? (Circle only one)				
1	management training	18	18	36
2	technical training	27	20	9
3	both management and technical training	44	43	39
4	neither management nor technical training	11	10	7
5	no response	--	9	9
*What is the average amount of time it takes to fill an authorized professional or scientific vacancy from outside your organization after a request has been submitted to the personnel office?				
1	less than 3 weeks	1	1	1
2	from 3 to 6 weeks	9	7	7
3	from 7 weeks to 3 months	27	21	19
4	more than 3 months	41	43	32
5	don't know	22	17	41
6	no response	--	11	--

\*One Government agency did not answer these questions.

Content Questions		ARS	Total Govt	Total Indus
		%	%	%
*If the delay seems excessive, what do you believe is the cause?				
1	delay doesn't seem excessive	13	8	20
2	inefficiency in civilian personnel office	22	10	4
3	security regulations	1	2	1
4	insufficient number of applicants	63	60	50
5	difficulty in securing release from other organizations	1	1	1
6	no response	--	19	24
*What is the average amount of time it takes to fill a vacancy through local promotion or transfer?				
1	less than 3 weeks	7	13	26
2	from 3 to 6 weeks	25	27	24
3	from 7 weeks to 3 months	22	16	8
4	more than 3 months	14	9	4
5	don't know	32	24	28
6	no response	--	11	10
*In general are the people you supervise adequately qualified to do their jobs?				
1	yes	96	82	86
2	no	4	8	5
3	no response	--	10	9
*Consider the last vacancy you had in your organization since September 1955. If filled at the same grade, do you feel that the replacement is (or soon will become) as valuable an employee as the one who left?				
1	more valuable	13	9	15
2	about the same	33	30	40
3	less valuable	17	20	12
4	did not have a vacancy during that time or did not fill it at the same grade	37	29	23
5	no response	--	12	10

\*One Government agency did not answer these questions.

Content Questions		ARS	Total Govt	Total Indus
		%	%	%
*Does your supervisor permit you to carry out your full supervisory responsibilities?				
1	yes	89	75	75
2	no	11	15	16
3	no response	--	10	9
Do you believe this agency (company) provides a professional environment that encourages effective scientific research?				
1	yes	82	65	81
2	no	18	35	18
3	no response	--	--	1
As a general rule, do you have sufficient freedom to formulate and develop your own research ideas?				
1	yes	81	51	61
2	no	15	18	18
3	am not doing research	4	31	21
Is there sufficient opportunity to follow up interesting research leads in the course of your work?				
1	usually	74	46	53
2	rarely	22	23	27
3	am not doing research	4	31	20
How effective have you found the supply and procurement system to be in support of research?				
1	very effective	4	4	14
2	satisfactory	52	34	51
3	rather ineffective	26	20	9
4	very ineffective	8	9	2
5	don't know	10	33	23
6	no response	--	--	1

\*One Government agency did not answer this question.

Content Questions		ARS	Total Govt	Total Indus
		%	%	%
How effective do you feel the personnel in supply and procurement are in supporting research?				
1	very effective	2	2	15
2	satisfactory	39	32	51
3	rather ineffective	32	22	9
4	very ineffective	9	8	24
5	don't know	18	36	--
6	no response	--	--	1
Do you believe that engineers, scientists and employees in other professional fields that were in the upper half of their college graduating class in general do significantly better work on the job than those in the lower half.				
....in basic research?				
1	yes	71	59	65
2	no	10	11	7
3	don't know	19	30	28
....in applied research?				
1	yes	58	46	50
2	no	22	22	19
3	don't know	20	32	31
4	no response	--	1	--
....in science administration?				
1	yes	41	31	35
2	no	16	23	18
3	don't know	43	45	47
*Which do you believe is costlier for the government: contract research or government in-house research?				
1	contract research	40	40	10
2	in-house research	9	10	29
3	don't know	51	50	46
4	no response	--	--	15

\*One Government agency did not answer this question.



Content Questions		ARS	Total Govt	Total Indus
		%	%	%
*How do you believe the quality of research contracted by government compares with that of government in-house research?				
1	contract research is of higher quality	3	8	24
2	quality is about the same	29	27	22
3	contract research is of poorer quality	20	16	3
4	don't know	48	49	50
5	no response	--	--	1
Do you feel that your supervisor is adequately qualified in your technical field?				
1	yes	78	75	79
2	no, but he is not required to be	13	15	12
3	no, but if he were, it would improve my effectiveness	9	10	9
Would you prefer to spend more or less time on technical duties as opposed to administrative or other non-technical duties?				
1	more	62	55	43
2	about the same	36	40	44
3	less	2	5	12
4	no response	--	--	1
Do you feel you receive your just share of credit in research publications?				
1	yes	80	42	43
2	no	7	6	7
3	have not had occasion to be included in research publications	13	52	50

\*One Government agency did not answer this question.

Content Questions		ARS	Total Govt	Total Indus
		%	%	%
Within the limits of security regulations, is the policy of your agency on discussion of your scientific accomplishments at professional meetings and in the professional literature restrictive or liberal?				
1	unduly restrictive	1	3	6
2	reasonable	35	39	52
3	liberal	55	27	18
4	don't know	9	31	23
5	no response	--	--	1
Are you given an opportunity to keep up with the professional literature in your field of work?				
1	yes	78	64	72
2	no, because the workload is too heavy	21	32	27
3	no, because it is frowned upon	1	3	1
4	no response	--	1	--
*How many years have you been employed in the Federal service (do not include military service)?				
1	less than 1 year	7	7	7
2	from 1 up to 5 years	24	26	10
3	from 6 up to 15 years	32	42	2
4	over 15 years	37	25	--
5	no response	--	--	81
What is the total number of years you held the grade you now hold?				
1	less than 1 year	26	53	57
2	from 1 up to 2 years	29	29	27
3	from 3 up to 5 years	21	21	10
4	from 5 up to 7 years	9	9	2
5	more than 7 years	15	8	2
6	no response	--	--	2

\*Three industrial companies did not answer this question.



Content Questions		ARS	Total Govt	Total Indus
		%	%	%
How long have you been employed in your general field of work?				
1	less than 1 year	4	4	9
2	from 1 up to 2 years	6	7	11
3	from 3 up to 5 years	14	15	20
4	from 5 up to 8 years	16	19	19
5	more than 8 years	60	55	41
Is the job you are holding related to your college <u>or</u> graduate training?				
1	yes	95	83	89
2	no	3	6	7
3	did not complete college	2	11	4
Which <u>one</u> of the following major fields of science do you consider the area in which you are principally working?				
1	engineering	11	26	46
2	biological and medical sciences	50	33	13
3	physical sciences	28	32	35
4	social sciences	7	3	--
5	mathematics and statistics	1	3	3
6	other	3	3	3
How do you feel toward your prospects for the future in this agency (company)?				
1	very enthusiastic	4	4	8
2	well satisfied	29	24	32
3	fairly well satisfied	33	33	31
4	uncertain	24	29	24
5	not satisfied	10	10	5
How do research facilities in this agency (company) compare with research facilities in other government laboratories?				
1	this agency has facilities allowing us to do research we couldn't approach elsewhere	5	15	7
2	somewhat better in this agency	13	15	16
3	about the same	30	19	19
4	better elsewhere	16	11	6
5	do not feel qualified to answer	36	40	52

Content Questions	ARS %	Total Govt %	Total Indus %
How do research facilities in this agency (company) compare with research facilities in industrial laboratories?			
1 this agency (company) has facilities allowing us to do research we couldn't approach elsewhere	4	15	6
2 somewhat better in this agency	14	16	25
3 about the same	19	14	31
4 better elsewhere	23	15	7
5 do not feel qualified to answer	40	40	31

In the last year, have you actively looked for a job outside this agency (company)?

1 yes	10	13	11
2 have considered it, but haven't looked much	26	30	19
3 no	64	57	69
4 no response	--	--	1

In the last year, if you have had an unsolicited offer from outside this agency (company) have you seriously considered accepting it?

1 yes	36	31	19
2 no	64	45	38
3 no response	--	24	43

You have been asked about most of the elements that make up our "Research Climate." We need some idea of the relative importance you personally attach to the adequacy of each of these elements in determining your overall satisfaction with a research position. Please encircle the appropriate number which indicates the degree of importance of each element to you.

Research Element		ARS	Total Govt	Total Indus-
		%	%	%
Pay ?				
1	utmost importance	15	15	17
2	great importance	42	43	45
3	considerable importance	39	36	33
4	some importance	4	5	4
5	little or none	--	1	1
Living conditions ?				
1	utmost importance	15	16	17
2	great importance	47	46	48
3	considerable importance	33	30	29
4	some importance	5	6	5
5	little or none	--	2	1
Chance to feel a part of organization?				
1	utmost importance	25	22	22
2	great importance	35	34	37
3	considerable importance	30	29	28
4	some importance	10	11	10
5	little or none	--	4	3
Professional recognition ?				
1	utmost importance	23	21	17
2	great importance	37	35	34
3	considerable importance	30	28	30
4	some importance	10	12	15
5	little or none	--	4	4
"Interest potential" of work ?				
1	utmost importance	44	46	44
2	great importance	41	38	39
3	considerable importance	14	12	14
4	some importance	1	2	1
5	little or none	--	2	2

Research Element		ARS	Total Govt	Total Indus
		%	%	%
Calibre of supervision?				
1	utmost importance	29	28	27
2	great importance	40	39	41
3	considerable importance	26	25	26
4	some importance	5	6	5
5	little or none	--	2	1
Congeniality of associates?				
1	utmost importance	16	13	14
2	great importance	37	34	35
3	considerable importance	37	37	38
4	some importance	10	11	10
5	little or none	--	5	3
Opportunity to discover and to do creative work?				
1	utmost importance	41	35	26
2	great importance	37	36	34
3	considerable importance	18	21	27
4	some importance	4	6	11
5	little or none	--	2	2
Social value of work (i.e. to human society)?				
1	utmost importance	16	14	8
2	great importance	34	27	19
3	considerable importance	31	30	29
4	some importance	19	22	33
5	little or none	--	7	11
Chance to contribute to basic scientific knowledge?				
1	utmost importance	25	23	12
2	great importance	39	34	22
3	considerable importance	27	27	28
4	some importance	9	13	29
5	little or none	--	3	9

Research Element		ARS	Total Govt	Total Indus
		%	%	%
Physical facilities for research?				
1	utmost importance	16	15	11
2	great importance	42	38	35
3	considerable importance	36	35	38
4	some importance	6	9	12
5	little or none	--	3	4
Learning "what makes things go"?				
1	utmost importance	46	18	15
2	great importance	35	31	29
3	considerable importance	16	30	34
4	some importance	3	15	16
5	little or none	--	6	6
Security of employment?				
1	utmost importance	20	19	16
2	great importance	35	32	33
3	considerable importance	31	33	33
4	some importance	14	13	15
5	little or none	--	3	3
Integrity of management?				
1	utmost importance	20	43	44
2	great importance	36	34	36
3	considerable importance	33	17	16
4	some importance	11	4	3
5	little or none	--	2	1
Opportunity to move up in the organization?				
1	utmost importance	27	28	30
2	great importance	40	39	39
3	considerable importance	27	25	22
4	some importance	6	6	7
5	little or none	--	2	2

Key questions selected from the survey and grouped into the major areas of satisfaction are listed below:

### FAVORABLE RESPONSES BY PERCENT

Professional Environment in ARS	<u>ARS</u> %	Total <u>Govt</u> %	Total <u>Indu</u> %
Agency provides environment encouraging scientific research	82	65	81
Freedom to formulate and develop research ideas	81	51	61
Freedom to follow up research leads	74	46	53
Freedom to develop ideas solving technical problems	86	82	83
Work gives feeling of satisfaction	89	82	85
Encouraged to participate in professional organizations	78	58	70
Receive credit for research publications	80	42	43
Opportunity to keep up with professional literature	78	64	69
AVERAGE	81	61	69
Utilization of Professional Skills			
Job is related to college training	95	83	89
Job utilizes employee training, experience, and ability	67	58	59
Less than 1/4 time spent on duties not requiring knowledge	61	59	56
Between 1/4 to 1/2 time on nontechnical duties	28	26	30
Nonprofessionals cannot do all or most of nonprofessional work	43	50	48
Prefer to spend more time on technical duties	62	55	43
Attitude Toward Management and Supervisors			
Top management appreciates what employee does (over 50% did not know)	41	37	34
Employees participate in decisions affecting organization and work	61	59	54
Adequate information (and promptly) from "higher ups"	87	83	85
Ideas and opinions considered by top management	76	73	70
Supervisors effective in selling ideas to superiors	65	63	64
Superiors are cost conscious	75	70	73
Work unimpaired by frequency of reorganizations	77	88	83
AVERAGE	69	67	66



Reputation of Employer	<u>ARS</u> %	Total <u>Govt</u> %	Total <u>Indus</u> %
Other professionals have favorable opinions of employer	65	51	78
Friends have a favorable opinion of employer	64	57	84
Employees would recommend employer to outside colleagues	80	75	92
Would recommend employer to a friend's son graduating from college	73	66	88
A great deal of personal pride in working for this employer	61	59	66
AVERAGE	69	62	82

#### Career Prospects

Job specialization will not handicap professional growth	82	81	86
Eventually would like to be with this agency in position of higher responsibility	57	63	73
Would like to be in college or university (Not in average)	11	6	7
Satisfied with future prospects in this agency	66	61	71
Did not seek other job in previous years	90	87	89
AVERAGE	74	73	80

#### Physical Environment and Resources for Research

Geographical location satisfactory	93	91	86
Safe place to work	98	95	98
Healthy and comfortable	94	87	92
Library facilities readily available	79	85	90
Supply and Procurement supporting research satisfactory	56	38	65
Facilities as good or better than industry	70	59	42
AVERAGE	82	76	79

#### Attitude Toward Pay

Take-home pay higher in industry	88	86	72
Paid fairly in relation to other types of work in agency	52	47	54
Similar job in industry would pay:			
Over \$3,000 more	22	22	--
\$2,000 to \$3,000 more	33	29	1
\$1,000 to \$2,000 more	29	28	5
Up to \$1,000 more	14	16	16
Per diem for travel inadequate	48	53	9



Attitude Toward Promotion and Classification	ARS %	Total Govt %	Total Indus %
Position offers opportunity for advancement	43	37	75
Right criteria used for promotions	60	57	73
Best qualified are selected for promotion	87	81	88
Do not receive sufficient information about jobs within agency	50	46	53
Have clear understanding of job requirements	96	95	88
Understand how positions are classified and salary established	71	73	46
Can analyst not trained in your profession do satisfactory classification? (No or not sure)	94	92	83
Satisfied with classification	62	52	--
Training			
Training at own expense	50	47	37
Training at government expense	9	38	47
No technical training received through agency	87	59	51
Desire management and/or technical training	89	81	84
Educational facilities in locality adequate	57	62	63
Training programs better in industry	55	34	21
Fringe Benefits			
Retirement System same or better than Industry	67	74	37
Universities	84	79	--
Vacation leave same or better than Industry	95	95	80
Universities	64	55	--
Sick leave same or better than Industry	93	89	58
Universities	76	71	--
Insurance plan same or better than Universities	65	53	--
Insurance plan <u>less</u> than Industry	64	66	54
Hospitalization plan same or <u>less</u> than Industry	80	76	51
Universities	56	48	--
Fringe Benefit Package same or better than Industry	56	61	37



